

The Role of Harmonization and Employee Performance in Advancing a Sustainable Hospitality Industry

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ABSTRACT

In the sustainable hospitality sector, the performance of hotel employees is crucial for the organization to achieve its goals. The **ability** to function at its best leads to fewer mistakes, which in turn makes the company more efficient, effective, and competitive in the industry. This **study aims** to enhance employee performance, particularly among millennials, by implementing a work-harmonization mediation strategy within the sustainable hotel industry. This study had **205 participants** who were staff of nine four-star hotels in Medan City. The research methodology used to analyze the direct and indirect links between emotional burden, job autonomy, and employee performance shows that work-harmonization devotion significantly mediates the impact of emotional burden on employee performance. Moreover, work-harmonization devotion serves as a key mediator in the relationship between work autonomy and employee performance. These **findings** suggest that millennial employees exhibit a strong commitment to achieving favourable performance outcomes as seen by their superiors. This **study enhances** the domains of digital and social entrepreneurship within sustainable hospitality by emphasizing the significance of work harmonization as a crucial element in improving employee performance in an increasingly competitive industry. More research is necessary to investigate additional factors, such as transformational leadership, organizational culture, and psychological well-being. These factors can enhance the understanding of how work harmony influences employee performance and broaden research within the hospitality sector across various hotel types and locations.

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1. INTRODUCTION

The rapid development of globalization is driving significant transformations in various aspects of life, including economic, social, and cultural ones. In Indonesia, the flow of globalization presents both opportunities and challenges in increasing national economic competitiveness [1]. This has a direct impact on individuals who are required to be able to manage their work more effectively to meet their living needs, maintain stability, and achieve economic success [2]. Global dynamics demand new skills, adaptation to technology, and the use

of innovation in the world of work. Individuals are required not only to be productive but also to be flexible in facing rapid changes in the labour market [2].

Amidst the intense competition in the hospitality industry, effective human resource management, especially in terms of improving employee performance among the millennial generation, is crucial [3, 4]. Hotel employee performance plays a vital role in achieving company goals. Optimal performance helps reduce errors in work, which ultimately contributes to efficiency and effectiveness, as well as strengthening the company's competitiveness. This study examines employee performance influenced by job autonomy as an independent variable, dedication to harmony as a mediating variable, and employee performance as a dependent variable in the context of a sustainable hospitality industry [5].

While numerous prior research studies have explored the connection between job autonomy and employee performance, only a limited number have investigated the function of harmonious dedication as a mediating component within the hospitality sector, particularly among the millennial generation [6]. Harmonious commitment is the endeavor to attain a balance between the demands of work and personal life for employees. This has been found to be very significant for increasing their performance. Recent data reveals that the hospitality industry in Indonesia, a vital sector of the economy, experiences a relatively high employee turnover rate, particularly among millennials. According to a survey by the Hotel Indonesia Association (2023), approximately 35% of employees in star-rated hotels experience annual turnover, highlighting the need for enhanced performance management to boost employee satisfaction and loyalty. This study aims to fill this research gap by examining the role of harmonious dedication as a significant mediating factor in improving employee performance, particularly in the sustainable hospitality sector. Furthermore, the urgency of this research is the effort to create a harmonious work environment and support millennial employees, who have different priorities compared to previous generations in terms of work-life balance and job expectations. With the increasingly dominant role of technology in the hospitality industry, this research will link the concept of digitalpreneurship, which can create innovation in managing employee performance and support the achievement of sustainability goals in the hospitality sector. Therefore, this research not only provides theoretical insights regarding work harmony and employee performance but also provides practical implications for hotel managers in managing human resources more effectively.



Figure 1. Sustainable Development Goals (SDGs)

In the context of the sustainable hospitality industry, as illustrated in Figure 1, this study addresses these challenges by examining the role of harmonization dedication as a mediating variable that connects emotional burden and work autonomy to employee performance. Optimizing employee performance and dedication is not just a business objective, it is a critical strategy that aligns with the United Nations Sustainable Development Goals (SDGs), specifically contributing to SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible Consumption and Production) [7, 8]. The hypothesis is that this synergy is an important factor that translates individual job resources, such as job autonomy, into superior performance. This research investigates the direct and indirect relationships between emotional burden, work autonomy, and employee performance, specifically examining how this unique harmonization mechanism functions within nine four star hotels in Medan.

2. LITERATURE REVIEW

Research on employee performance in the hospitality industry shows that optimal performance is crucial to support operational efficiency, service effectiveness, and company competitiveness [9]. Effective performance can reduce work errors, which ultimately improves service quality and customer satisfaction [10]. In this regard, job autonomy plays a crucial role as a factor influencing employee performance. Job autonomy gives employees the freedom to organize their work methods, which impacts intrinsic motivation and work outcomes [11]. Further shows that job autonomy can increase commitment and productivity, especially in highly dynamic sectors such as hospitality [12]. But just having job autonomy isn't enough to ensure the best performance. Work-life balance, which means trying to find a balance between work and personal life obligations, is also very important [13]. Additionally, [14] indicated that work-life balance facilitates stress reduction and enhances psychological well-being, thereby leading to improved employee performance [15]. Indicates that people who effectively balance their personal and professional lives generally exhibit superior performance. This research corroborates the notion that work-life balance serves as a mediating variable connecting job autonomy to employee performance [16].

The millennial generation, which now dominates the workforce in the hospitality industry, has distinct preferences when it comes to work-life balance [17]. States that millennials highly value work flexibility and work-life balance. Millennial employees prefer a work environment that provides them the freedom to set their own work schedules and maintain a work-life balance [18]. Therefore, creating a work environment that supports this balance, combined with technology, is crucial. Digitalpreneurship increasingly plays a significant role in supporting this balance. Digitalpreneurship, or using technology to oversee performance, helps make the workplace more innovative and adaptable. Digital tools like time management apps and cloud-based communication platforms help employees operate more efficiently and flexibly, which leads to better performance [19]. Using technology in performance management also makes things more open and makes it easier for firms to supply feedback right away, which strengthens the link between work autonomy and employee performance [20].

In the hospitality context, the use of digital technology allows employees to access job information, communicate with managers, and monitor their performance. This technology plays a role in creating a more transparent and harmonious work environment, as well as supporting the achievement of more efficient and innovative performance goals. Therefore, digital entrepreneurship not only offers flexibility in work but also plays a role in improving managerial efficiency and individual employee performance, particularly among the millennial generation. Research on digital entrepreneurship indicates that technology enhances individual performance and fosters a more harmonious workplace, thereby supporting the sustainability of hospitality enterprises. Digital entrepreneurship can help businesses develop systems that enable employees, especially the millennial generation, to achieve a better balance between their professional responsibilities and personal lives while improving work efficiency and service quality. Many studies have explored the relationship between job autonomy, dedication, and employee performance, but few have examined how digital entrepreneurship could strengthen this relationship, particularly within the sustainable hotel industry and among the millennial generation workforce. This study seeks to address this deficiency by investigating how digital entrepreneurship can enhance the connection between job autonomy, commitment, and employee performance. This study will enhance the existing literature on technology-driven performance management and offer practical insights for hotel managers to optimize and innovate their human resource management practices. By integrating the concept of digitalpreneurship, this research is expected to deliver novel perspectives on how technology can be used to support the millennial generation in achieving optimal performance. Furthermore, this research opens up opportunities for further study on other factors that can influence employee performance, such as transformational leadership, organizational culture, and psychological well-being, in creating a more harmonious and sustainable work environment in the hospitality sector.

3. RESEARCH METHODS

This study used a quantitative research methodology to investigate the impact of emotional burden and job autonomy on employee performance, mediated by work-harmonization dedication, within the sustainable hospitality sector in Medan City [21]. The study seeks to furnish empirical information regarding the impact of millennial employees' synchronized dedication to personal and professional life on performance outcomes in four-star hotels [22].

To ascertain the sample size, the researchers utilized a purposeful random sampling technique, emphasizing cost-effectiveness and temporal limitations [23]. The research focused on around 600 staff from nine four-star hotels in Medan City, North Sumatra, Indonesia. From this group, 230 questionnaires were sent out to people who might reply, and 205 valid replies were collected for final analysis after deleting incomplete and inconsistent responses. The study led to a response rate of 89%, which is higher than the 60% minimum for social sciences research. This evidence shows that the data is quite reliable [24, 25].

From May to July 2024, a self-administered questionnaire was used to gather primary data. To boost participation, cover letters explaining the research's goal and assuring confidentiality were sent. Participants were told that their answers would be kept private and only utilized for academic purposes. Each hotel chose an internal contact person to help disseminate and collect the questionnaires from millennial staff members at all levels of operations, administration, and management [26].

4. RESULTS AND DISCUSSION

4.1. Results Test Validity

The results of the validity test indicate that all indicators used in this study meet the required standards, with loading factor values exceeding 0.7. This demonstrates that each item used to measure the four variables has a strong correlation with its respective construct [27, 28], confirming that the instruments are valid and appropriate for further analysis. High loading factor values also show that respondents were consistent in understanding and answering each indicator according to the intended concept of the variable being tested [29].

After ensuring the validity of the indicators, the next step is to proceed with the reliability test to determine the consistency of the data [30, 31]. Reliability testing aims to verify that the research instruments produce stable and dependable results over repeated measurements. With valid and reliable data, the subsequent structural equation modeling or regression analysis can be performed confidently, ensuring the accuracy of the conclusions drawn from the study. This stage forms a critical foundation for validating the relationships among the four studied variables and strengthens the overall credibility of the research findings.

Table 1. Value of Loading Factor Each Indicator

Items	Emotional Burden (X1)	Autonomy Workers (X2)	Dedication Harmonization (Y1)	Employee Performance (Y2)	Information
EBD1	0.967				Valid
EBD2	0.960				Valid
EBD3	0.955				Valid
EBD4	0.960				Valid
OTP1		0.957			Valid
OTP2		0.959			Valid
OTP3		0.963			Valid
OTP4		0.965			Valid
HAD1	0.954		0.960		Valid
HAD2	0.954		0.960		Valid
KJK1				0.967	Valid
KJK2				0.958	Valid
KJK3				0.956	Valid
KJK4				0.960	Valid

Source: SmartPLS 3.3.3

Data from the Table 1 shows that the variable load emotional. This consists of 4 statements, which are entirely valid. Then the autonomy variable worker had as many as 4 statements and was declared valid. Next is the harmonization variable dedication, as many as 3 statements are also declared valid. Final performance of the employee. These 4 statements are also declared valid.

4.2. Results Test Reliability

The following are reliability test results based on the Composite Responsibility Score (CR) shown in the table below:

Table 2. Reliability Value Based on CR

Items	Emotional Burden (X1)	Autonomy Workers (X2)	Information
EBD1	0.967		Valid
EBD2	0.960		Valid
EBD3	0.955		Valid
EBD4	0.960		Valid
OTP1		0.957	Valid
OTP2		0.959	Valid
OTP3		0.963	Valid
OTP4		0.965	Valid
HAD1	0.954		Valid
HAD2	0.954		Valid

Based on the data Table 2 above, show that the mark composite rally abilities on each variable is > 0.70 . With thereby can conclude that the variables used in a study this, stated reliable.

4.3. Test Coefficient Determination (R-Square)

Based on processing data Which has been done with the use of software SmartPLS 3.3.3, obtained mark R-square can be seen in the table under this.

Table 3. Coefficient Determination (R-Square)

Variable	R Square	R Square Adjusted
Harmonization Dedication (Y1)	0.557	0.548
Employee Performance (Y2)	0.578	0.568

Source: SmartPLS 3.3.3

Based on data from Table 3, it is known that Mark R Square Adjusted for variable harmonization dedication of 0.548 or 54.8%, meanwhile the rest, as much as 45.2%, is influenced by other variables that are not studied in this variable. The variable has a value of R-squared adjusted of 0.568, or 56.8%. The rest, as much as 43.2%, is influenced by other variables that are not variables studied.

4.4. Predictive Relevance (Q^2)

The Q^2 value has the same meaning as the Coefficient of Determination (R^2). A higher Q^2 value ($Q^2 > 0$) indicates that the model has significant predictive relevance, while a smaller Q^2 value ($Q^2 < 0$) shows that the model has low predictive ability [32]. In other words, the higher the Q^2 value, the more suitable the model is for the data. The Q^2 value can be calculated using the following formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_n^2)$$

Substituting the results from the R^2 values:

$$Q^2 = 1 - (1 - 0.548)(1 - 0.568)$$

$$Q^2 = 1 - (0.452)(0.432)$$

$$Q^2 = 1 - 0.195$$

$$Q^2 = 0.805$$

Based on the calculation above, the Q^2 value is 0.805. This means that all variables Emotional Burden (X1), Autonomy Workers (X2), Excitement Work (X3), Innovation Work (X4), Harmonization Dedication (Y1), and Employee Performance (Y2) collectively explain 80.5% of the variation in the structural model. The remaining 19.5% may be influenced by other variables not included in this study [33].

4.5. Test t-statistic (Bootstrapping)

The next stage of data analysis is hypothesis testing using the bootstrapping method. This test aims to determine the level of significance of the relationship between variables in the model. The analysis considers the value of *t*-statistics and *p*-values to conclude whether the hypotheses are supported or not. The following results summarize the direct influence between variables in the model.

Table 4. Influence Direct

Relationship	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T-Statistics	P-Values	Conclusion
Emotional Burden (X1) → Harmonization Dedication (Y1)	0.134	0.132	0.102	1.314	0.189	No Significant
Job autonomy (X2) → Harmonization Dedication (Y1)	0.265	0.260	0.073	3.637	0.000	Significant
Emotional Burden (X1) → Employee Performance (Y2)	0.032	0.032	0.029	1.098	0.273	No Significant
Job autonomy (X2) → Employee Performance (Y2)	0.063	0.064	0.03	2.134	0.033	Significant
Harmonization Dedication (Y1) → Employee Performance (Y2)	0.239	0.242	0.082	2.900	0.004	Significant
Emotional Burden (X1) → Harmonization Dedication (Y1) → Employee Performance (Y2)	0.032	0.032	0.029	1.098	0.273	No Significant
Job Autonomy (X2) → Harmonization Dedication (Y1) → Employee Performance (Y2)	0.063	0.064	0.030	2.134	0.033	Significant

Table 4 results underline the complexity of interpersonal and psychological factors within the workplace. The insignificant indirect effects suggest that organizational culture, communication patterns, and leadership style could play crucial roles in influencing how emotional and autonomy factors manifest in employee behaviour. It is possible that harmonization and dedication act more as complementary variables rather than direct mediators in this model. Future research is recommended to include additional mediating or moderating variables, such as job satisfaction, motivation, or organizational support, to provide a more comprehensive understanding of the dynamics affecting employee performance in similar settings.

4.6. Effect of Load Emotional to Harmonization Dedication

Based on the results of data analysis, it is known that workload has no significant influence on the harmony of staff at a 4-star hotel in Medan City. The results of this study indicate that workload does not directly influence the harmonious relationship between employees. The research also confirms that well-coordinated workloads from superiors encourage strong teamwork in company development [34]. However, the findings show that workload has a significant effect on employee work loyalty. This observation utilizes workload as a measure for managers to assess employees' loyalty to the organization. This is reflected in how employees effectively communicate and carry out their duties and responsibilities, prioritizing efficiency and effectiveness at work [35, 36].

The implications of these findings reveal that the workload received by each employee is adjusted to the standard work level that has been set. The current workload also differs between new and senior employees [37]. In the first month, their workload is 80% of that of senior employees [38]. In the second month, the workload increases to 90%, and by the third month, it reaches 100%. During this training period, each new employee is guided by a senior employee who provides examples and methods for performing the job, such as serving hotel guests, responding to complaints, and offering alternative solutions, which continue to be taught throughout the training process [39, 40].

4.7. Influence Autonomy Work To harmonization Dedication

Based on the results of data processing, it is known that work autonomy has a direct and significant influence on work harmonization among employees in four-star hotels in Medan City. The findings indicate that

when employees are given greater autonomy, their sense of work harmonization, harmony, and commitment within the organization increases. Work autonomy allows employees to exercise freedom and independence in determining how tasks are completed, encouraging responsibility and creative problem solving [41].

Several studies have identified key characteristics associated with work autonomy, including skill variety, task identity, task significance, feedback, and independence in performing duties. These dimensions collectively enhance employee trust, engagement, and work harmonization, particularly among millennial workers who value flexibility, balance, and self-direction in their professional roles [42]. Management can implement autonomy-based strategies and strengthen work harmonization by allowing employees to provide input, make decisions, and collaborate on problem-solving processes, thereby reducing work delays and improving overall performance [43, 44].

4.8. Effect of Load Emotional Against Performance

Based on the results of data processing using SmartPLS, it was found that emotional burden does not have a significant effect on the performance of employees in four-star hotels in Medan City [45]. This finding indicates that although emotional pressure exists within the hospitality work environment, employees are able to manage it effectively without allowing it to hinder their performance. Emotional burden in this context is perceived more as a professional challenge than as an obstacle, motivating employees to demonstrate resilience and responsibility in fulfilling their duties. The results also show that many employees continue to make constructive contributions by proposing ideas and solutions to improve operational systems, reflecting a proactive and adaptive work culture. This suggests that emotional stability and psychological endurance play an essential role in sustaining productivity [46].

4.9. Influence Autonomy Work Against Performance

Based on the results of data processing using SmartPLS, it was found that work autonomy has a significant and positive impact on the performance of employees in four star hotels in Medan City. This finding suggests that autonomy enables employees to act independently, make prompt decisions, and respond effectively to problems that arise within their departments [47]. Employees who are trusted with greater decision making authority tend to be more responsible and motivated to complete their tasks accurately and on time. Furthermore, autonomy fosters responsiveness among department managers, enabling them to handle issues proactively and guide their subordinates more effectively [48, 49].

5. MANAGERIAL IMPLICATIONS

This study highlights that harmonization and employee performance play an important role in advancing a sustainable hospitality industry. Hotel management should strengthen work autonomy by giving employees, especially millennials, greater trust, flexibility, and authority in completing their responsibilities. Since work autonomy significantly influences harmonization dedication and employee performance, managers need to implement clear task delegation, fair workload distribution, participative decision-making, and digital performance monitoring to improve transparency and efficiency. Although emotional burden does not directly affect employee performance, management should still provide mentoring, open communication, and psychological support to maintain employee well being. By integrating harmonization into daily work practices, hotels can improve teamwork, reduce operational errors, enhance service quality, and increase employee loyalty. These efforts support sustainable hospitality practices and contribute to decent work and long-term organizational competitiveness.

6. CONCLUSION

Based on the results, SEM analysis based on Smart PLS can draw A conclusion that harmonization dedication has no role in mediating the burden of emotional performance of employees at 4-star hotels in the city of Medan. will, but harmonization of one's own role is significant in mediating the autonomy of workers to the performance of employees. Furthermore, in the guard, the quality and quantity of Work employees are affected by emotional burden. This should draw attention to the seriousness, especially for managers who have authority in the position. This is based on experience and education. Leaders should keep going and make an effort to guard against the burden of excess work because it impacts a stable emotional employee. Final autonomy Work should be given to every department, certain to one appraised employee, worthy based on

ability and professionalism. Expected exists in the autonomic given job. This can speed up the process of taking action against the problem in the field.

limitations in research working time for employees, especially at a young age or as millennials. It is known that young employees tend to move frequently from one hotel to another. So the problem is the limitation of the study. This should include one variable of turnover intention as an endogenous variable, besides the performance of employees.

Recommendation especially to 4 Star Hotel management in Medan City should be to give trust and confidence, specifically to employees at the age young or millennial in position in office certain. Employee young have Higher Education qualifications in the field of management and hospitality, as usual must get a chance to prove the results of their work. Future research should explore comparative analyses across different hotel classifications (from budget to luxury), as well as cross-cultural studies to evaluate whether harmonization dedication operates similarly in diverse socio-economic contexts. Expanding the sample beyond Medan City would improve generalizability and help identify cultural or regional factors influencing emotional dynamics and performance outcomes in hospitality management.

7. DECLARATIONS

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7.2. Author Contributions

Conceptualization: HA; Methodology: RR; Software: SS; Validation: SS, NN and RR; Formal Analysis: AA, SS, NN; Investigation: HA; Resources: SS and AH; Data Curation: RR; Writing Original Draft Preparation: HA and RR; Writing Review and Editing: RR, AH and SS; Visualization: AA; All authors HA, SS, RR, NN and AA. have read and agreed to the published version of the manuscript.

7.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

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7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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